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Fall 9-1-2009

### PSC 463.01: Development Administration

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Political Science 463  
*Development Administration*  
Fall semester 2009

Peter Koehn  
LA 348 x 5294  
Ofc hrs: TTH 10:00-11:00,  
12:30-1:30; and by appointment

### Course Description & Objectives

The course explores key issues of sustainable development and development management as well as the roles of local, national, and transnational public administrators, NGO personnel, and donor professionals. *Development Administration* focuses on the fundamental challenge of how to enhance living conditions in contexts characterized by scarce material resources. Students should develop awareness of the role of public administrators and NGO staff in sustainable-development processes, how culture affects development management, issues of decentralization, participation, community empowerment, and capacity building, and effective approaches to management training and project evaluation as well as awareness of contemporary issues involving foreign assistance, agriculture, natural resources and the environment, health, education, housing/transportation, and the special training needs of displaced persons. In addition to building a conceptual and knowledge base regarding the challenges of social, economic, and political change at national and community levels, PSc 463 also involves simulated experience and practical exercises aimed at preparing students with valuable skills for field assignments in non-Western contexts – including needs and capabilities assessment, data collection, gender-framework analysis, project selection, development planning and budgeting, program implementation, action training, project evaluation, and transnational competence.

Required: *Coursepack at UC Bookstore. Electronic reserve (e-res); password = psc463*

Optional: Peter Koehn and Olatunde Ojo (editors), *Making Aid Work: Innovative Approaches for Africa at the Turn of the Century*, University Press of America, 1999.

### Course Outline and Assignments

- Sept 1-8      I. *Concepts*: Human Development, Underdevelopment, Sustainable Development, Global Public Goods, Development Administration, Development Management
1. "Human Development Index" (2005)
  2. Sen, *Development as Freedom* (2001), pp. 3-7
  3. Malcolm Scully, "The Rhetoric and the Reality of 'Sustainability'" (2000)
- Sept. 10      *Africa: Who Is to Blame?* DVD 02089, 61 minutes (2006)
- Sept. 15      II. *Goals*: An Agenda for Development Management
1. "The Millennium Development Goals, Targets, and Indicators" e-res
  2. "Midpoint for Achievement of Millennium Development Goals" ('07)
  3. Brooks, "Our Homegrown Third World" (2005) e-res
- Sept.15, 17, 22 III. *The Development Context*
- A. **Public Administrators and Public-policy Making**
1. Ladipo Adamolekun, "Central Government Organization" (1999)e-res
  2. Olowu, "Redesigning African Civil Service Reforms" (1999) e-res

3. David J. Gould, "Administrative Corruption: Incidence, Causes, and Remedial Strategies," pp. 467-479 (1991) e-res
4. Henry Goodnow, "Above Suspicion" (1971)
5. Ousman Sembene, *Mandabi*, VT 09883, 90 minutes (1999)
6. Kimani, "Investing in the Health of Africa's Mothers" (2008)
7. "A 30% Budget Cut in Sefta's Ministry of Health" **role play**
8. Derick Brinkerhoff, "A Framework for Rebuilding Governance" (2007)

Sept. 24

#### **B. The Impact of Culture on Development Management**

1. C. Kleymeyer, "Cultural Energy & Grassroots Development" (1992)
2. C. Storti, "Universalism & Particularism"
3. C. Storti, "Monochronic & Polychronic"
4. C. Storti, "Individualist or Collectivist?"
5. Tadella Taferra, "Assefa and Sileshi" (case analysis)
6. Cushner & Brislin, "Skillful at Getting Grants" (1996)

Sept. 29

#### **C. Civil Society, NGOs, Participation, Governance, Decentralization, & Empowerment**

1. Daubon & Saunders, "Operationalizing Social Capital" (2002) e-res
2. Finn, "Open Space Technology" (2008)
3. "African NGOs Seek to Build Capacities" (2005)
4. Hossain, "Grameen Approach," pp. 123-129 (2001)
5. Adamolekun, "Decentralization, Subnational Governments, & Intergovernmental Relations" (1999) e-res
6. Gary Bland, "Decentralization, Local Governance, & Conflict Mitigation in Latin America" (2007)
7. Tegegne Gebre-Egziabher, "A Brief Overview of Decentralization in Ethiopia" (2007)
8. J. Uitto and Shaw, "Adaptation to Changing Climate: Promoting Community-based Approaches" (2006) e-res
9. Diallo, "Simple Engine Transforms Village Life" (1999)

Oct. 1

#### **Individual essay due**

Oct. 1

#### **D. Development Planning and Budgeting**

1. Koehn, *Public Policy and Administration in Africa*, Chapter 6
2. Fleshman, "Gender Budgets' Seek More Equity" (2002)
3. Axinn and Axinn, *Collaboration in Rural Development* (1997), 281-90

Oct. 1

#### *Wajjo case – group preparation*

1. Norris, "Wajjo Awraja Exercise"

#### *IV. Capacity Building for Sustainable Development*

Oct. 6

#### **A. Institutional, Managerial, & Technical Capacity and Popular Support**

1. P. Koehn & J. Rosenau, "Dimensions of Transnational Competence" (2008)

2. Koehn & Rosenau, "Preparing for Sustainable International Development" (2010) e-res
3. "Africa-U.S. Higher Education Initiative" (2008)
4. Cushner & Brislin, "A Development Project" (1996)
5. Stephen Siebert and Peter Koehn, "Executive Summary: USAID University Development Linkage Project; Montana and Belize Partnership for Resource Conservation & Development"

Oct. 8      *It's a Tangle Out There* [Transnational management in Botswana]  
                  VT12156 (30 minutes)  
                  *Heart of the Congo: Rebuilding in the Face of War* DVD01311 (57 mins)

**Oct. 13      *Wajjo case: group presentations***

**Oct. 15      B. Infrastructure, Entrepreneurship, Microlending, & Security**

1. Dugger, "Roads Lead to New Way of Life in Rural Ethiopia" ('04)e-res
2. "Link Up the Villages" (2006) e-res
3. Lowe, "The Bicycle: Vehicle for a Small Planet," pp.24-33,40-44 e-res
4. Koehn, "Globalization, Decentralization, & Public Entrepreneurship [China]" (2009) e-res
5. Szpara, "Nobel Peace Laureate Muhammad Yunus" (2007)
6. Hossain, "Grassroots Training," pp. 129-134 (2001)
7. Power, "For Terrorists, War on Aid Groups" (2008) e-res

**Oct. 20      C. Information Technology**

1. M. Castells, "Africa's Technological Apartheid" (1998), pp. 92-95
2. Perez, *Innovation for Sustainable Development* (2007) e-res

**Oct. 20      D. Development Communication**

1. Stuart and Bery, "Powerful Grass-roots Women Communicators: Participatory Video in Bangladesh" (1996)
2. Oakley, "Emerging Methodologies of Participation," pp.220-229 e-res
3. Phyllis Bo-yuen Ngai and Peter Koehn, "Organizational Communication and Globally Displaced Perimeter Populations" Full source at [www.unhcr.ch](http://www.unhcr.ch) (Eval & Policy Analysis Unit; *New Issues in Refugee Research* No. 71)

**Oct. 22      E. Management Training and Human-resource Development**

1. Oakley, "Training in Methodology of Participation," pp. 229-237
2. Marquardt & Berger, "Action Learning Program" (2000)
3. "RATT" case (Staudt, pp. 198-199).

**Oct. 27, 29      V. Critical Development Sectors and Issues**

**A. Rural Health**

- B. Natural Resources and the Environment
- C. Agriculture
- D. Refugee and Returnee Assistance and Development
- E. Urban housing & Transportation
- F. Education

VI. *Development Processes (how should practitioners identify, formulate, select, organize, implement, & evaluate activities at the cutting edge of development?)*

Oct. 29

**A. Data Collection & Community-Asset Mapping**

1. Anderson and Woodrow, "Framework for Analyzing Capacities & Vulnerabilities," pp. 9-19 e-res
2. Devereux and Hoddinott, "Issues in Data Collection" (1993)
3. Finn, "The Genogram" (2008)

Nov. 3, 5

*Individual Project Meetings*  
*Small-group feedback*  
*Graduate reports*

Nov. 10

**B. Needs Assessment and Appraisal Methods**

1. Robert Chambers, "Participatory Rural Appraisal (PRA): Analysis of Experience," *World Development* 22, No. 9 (1994):1253-68.
2. Zamaere, "Use of Video as a Tool for PRA in Malawi" (2000)
3. Deborah Eade and Suzanne Williams, *Oxford Handbook of Development and Relief*, Vol. I (1995), pp. 128-150. e-res

Nov. 10

**C. Project Initiation, Preparation/Design, and Selection**

Nov. 12

**D. Project Implementation**

1. John Ickis, "Profile of a Permanent Secretary" case e-res
2. Bourns, "A Day in the Life of a Program Manager" e-res
3. Axin and Axin, "Logical Framework," pp. 142-145.
4. D. Gaspar, "Problems in the Logical Framework" (1999)

Nov. 12

**E. Monitoring and Evaluation**

1. Oakley, pp. 253-254 (Box 34) and 263-266
2. Finn & Jacobsen, "Evaluation," pp. 378-394 (2007) e-res
3. Esther Mebrahtu, "Perceptions & Practices of Monitoring & Evaluation: International NGO Experiences in Ethiopia" (2002) e-res

Nov. 17,19,24 VII. *Changing International Assistance Architecture and the Glocal Context of Contemporary Development Challenges*

*Millennium Challenge Corporation*  
*U.S. AID: Global Development Commons*  
*NGOs*  
*Philanthropists & Foundations*  
*Sovereign Funds*  
*NEPAD*  
*WTO*  
*IMF & World Bank*  
*Development Funds*  
*Interpersonal Challenges*

1. Koehn and Ojo, *Making Aid Work* (1999), pp. 1-96.
2. Hyden, "Development Projects for a New Millennium" (2005)
3. A. Borchgrevink, "Re-reconsidering Foreign Aid" (2007)
4. MCC, "Phases of an MCC Compact" (2007)
5. Peter McPherson & Brian Atwood, "Organization of U.S. Foreign Assistance Programs" (2007)
6. Kessler, "Foreign Affairs Panel Calls for Overhaul" (2007) e-res
7. Mutume, "New Urgency for Cancelling Africa's Debt" (2005)
8. Pender, "From Structural Adjustment to Comprehensive Development Framework" (2001) e-res
9. Uvin, "CDF and PRSPs" (2004)
10. Stiglitz, "Broken Promises" (2002) e-res
11. Paul Collier, *The Bottom Billion*, pp. 166-172 (2007)
12. A. Faiola, "As Global Wealth Spreads, the IMF Recedes" (2008) e-res
13. C. Storti, "Men and Women – What Would You Do?"

Dec 1      *Group Final Project: Review*  
               See Jenny Gorsegrner, "Welcome to Togo" (2009) e-res

Dec 1      *Women's Bank of Bangladesh* (47 minutes) VT10557

**Dec. 3      *Written Individual Project due***

Dec. 3, 8, 10      *Individual Project Reports*

**Dec. 14      *Written Group Final Project Due***

Dec 16 (10:10-12:10) *Group Final-project Reports*

This syllabus is presented as a general guide to the course that is subject to amendment or deviation.

### Course Requirements

The course involves individual and group projects. Each assignment is outlined below and will be discussed more fully in class. Late papers will be penalized by one – in grade. (e.g., from B+ to B) for each scheduled class that passes without submission. For credit/no-credit grading, students must attain an overall grade of D- to receive a “CR.” Reported final grades will reflect pluses and minuses.

#### Oct. 1 Individual Essay (10%)

Essays (first two options) of *no more than three double-spaced pages* (not including your bibliography) will be graded for (1) thoroughness; (2) sophistication of analysis and creativity; (3) organization and logical development; and (4) clarity of expression. Be sure to cite references to any supporting sources you have relied upon.

*Option 1:* Write a concise and persuasive essay that describes the relationship of health and international development. Which has the greater effect on the other? How might inequities in health-care access and treatment affect development resources and outcomes? How is national and human (in)security related to health care for the poor? Where (and why) would you start in order to improve health conditions in low-income countries?

Recommended “getting started” readings:

- (1) “To Cure Poverty, Heal the Poor” (2002) e-res
- (2) Lerer, “Health for All,” pp. 7, 17-18 (1998) e-res
- (3) Herrell, “Reflections on Health in Development,” pp. 88-89 (1998) e-res
- (4) Kickbusch, “Global + Local = Glocal Public Health” (1999) e-res
- (5) “Statement of Fulbright New Century Scholars on Challenges of Health in a Borderless World” (2002) e-res
- (6) Koehn “Global Health & Human Rights: Challenges for Public Health Administrators” (2007) e-res

*Option 2:* Provide a one-page *job description for a Community Development Officer employed by Country X’s Ministry of Community Development* (request handout from the instructor). Then, in no more than two additional pages with reference to assigned readings and class discussions regarding effective and useful development management, *justify your decisions regarding factors included and not included in your job description.*

Recommended “getting started” reading:

World Bank, “Public Administration/Management Specialist” job description (1980) e-res

*Option 3* (no page limit; **due 2 Dec**): Submit your notebook of practical, specific, and helpful ideas (“toolbox”) for use in managing a development project that you discovered in this course (no page limit). Each entry should include a summary description of the idea, an evaluation of the tool’s advantages and limitations, and clear reference to the source of the idea. Then, show *why* you decided to use or not to use each tool in your *individual project assignment.*

### Group Projects

The class will be divided into teams for the two group assignments. Each team will be expected to apply one of the following approaches to the challenges of development administration that they will deal with as a group. The approaches, or emphases, that can be applied are: (1) growth/production; (2) resource-conservation; (3) equity/redistribution; (4) self-reliance; (5) sustainability; (6) human rights.

#### **Oct 13 Group Development-planning Project (20%)**

"Wajjo Awraja" case study. Submit a typed development-plan narrative and budget for Wajjo that is *consistent with one of the emphases listed above*. The narrative should not exceed five typed pages in length.

#### **Oct 27-29 Group Oral Report: Critical Development Sectors and Issues (10%)**

Each team will present a summary of *major findings and current issues* for its sector. Presentations should include, if possible, demonstration of a *food tradition and development linkage* that is relevant to your sector.

1. Agriculture (A)
2. Natural resources and the environment (B)
3. Health (C)
4. Refugee assistance and development (D)
5. Urban housing/transportation (E)
6. Education (F)

#### **Dec 3 Individual Final Project (35%)**

One of the following individual "course-culmination" assignments will be allocated to an interested student to prepare on an individual basis. Be sure to incorporate "best practices" of development administration from your toolkit in your approach and to cite all your sources in the paper. In addition to the typed report to be submitted no later than December 3, each student will deliver an in-class summary presentation (ppt preferred) based upon his/her final report on 3, 8, or 10 December. For a model paper that applies tool-kit ideas, see Khumalo, "Quilts for Africa" (2008) e-res.

1. Develop and support a creative & detailed proposal for the establishment of a transnational nongovernmental *Global Health & Development Corps* (GH&DC).
2. Develop an *Autonomous National Development Fund* for immediate introduction by proclamation in Indonesia or Tanzania. Provide an accompanying *justification* for discussion and action by the Council of Ministers that shows why Indonesia/Tanzania should institute such a fund. Provide specific examples of how it would work.
3. Develop a *model training program in intercultural communication for development* that would be appropriate for the staff and interns of an international NGO.
4. Submit a proposal to establish a joint venture between The University of Montana and Shanghai International Studies University. Develop the *joint venture's corporate-capability statement* and its *plan* to launch *training courses on "public entrepreneurship."* Provide a market analysis and budget that shows the viability and suggests the long-term financial utility of the joint venture for both institutions.



5. Prepare an external *post-project-completion* evaluation of The University of Montana's *linkage project with The University College of Belize*.
6. Prepare a complete start-to-finish *design for a small-scale* (natural-resources, agricultural, urban housing, urban or rural transportation, primary-education, primary-health-care, or environmental sanitation) *project* that is consistent with one of the emphases listed above. Select your own developing country and rural or urban context. The project design should include provisions for community participation; a budget; specific identification of community, government, NGO, and donor roles (if any); a timetable; and an evaluation methodology. For project ideas, you might find it helpful to "Go Intersection Hunting" (2004) e-res
7. Develop a consultant's *organizational-development (OD) plan for an NGO* (your choice) active in a Third-World context (your choice). Be sure to address governance structure; staffing; organizational relationships and communication; the organization's principal policies; human-resource development; monitoring, evaluation, and expenditure-tracking systems; and external relations with communities, other organizations, and donors. Your plan should be culturally sensitive.
8. Present a hypothetical proposal for an *institutional partnership in higher education for international development* that follows the application format of the Association Liaison Office for University Cooperation in Development and USAID and meets the program's four major evaluation criteria.
9. Prepare a proposal to UNDP for a state-of-the-art *management training program for land-reform administrators* in Namibia, Zimbabwe, or South Africa or for *state-enterprise managers in Central Asia*. Include (and justify) a daily/weekly schedule of educational and other activities along with a budget.
10. Propose and justify a week-long *transnational-competence training program for U.S., E.U., and/or Japanese health-care professionals* about to assume short-term (two-year) development-administration roles in the country of your choice. Include (and justify) a daily/weekly schedule of educational and other activities along with a budget.
11. Using the *project-cycle analysis component of gender-framework analysis* as a general guide, *present a proposal for an "ideal" development project in a country of your choice from the GFA perspective*.
12. Develop a proposal (including executive summary and budget) to an NGO of your choice for a *development-administration internship in a specific project-related capacity*. Include a personal resume and cover letter aimed at convincing the NGO that you can make a valuable and cost-effective contribution to their efforts.
13. Develop a proposal (with accompanying justification) to USAID for a *field-mentor program* that is designed to expand the pool of graduates who are well-qualified for and highly interested in careers in international development administration.

14. Develop a proposal (with justification) to the U.S. State Department for the establishment of a *Fulbright new-century students program* that would interface fruitfully with the Fulbright new-century scholars program. The theme should be challenges to global health in a borderless world; interethnic conflict and development; gender and development; global challenges and national responses to higher education in the 21<sup>st</sup> Century; or the university as innovation/entrepreneurship driver and economic-capacity builder.
15. Develop a *model transportation plan for a Third World city of modest population size that is built around footpedal power*. Your plan should address facilitating and constraining factors – including financial, environmental, and social costs/benefits, available skills and materials, technology, attitudes, market linkages, political commitments, external interests and influence.
16. Develop a transnational project that would result in *sustainable CO<sub>2</sub>-emission reductions without compromising development* in a Southern country of your choice. Incorporate clean-development-mechanism (CDM) credits in your project design.
17. Develop a proposal for a *U.S.-military initiated and executed development project* likely to *improve living conditions for women in Afghanistan*.
18. Develop a proposal that would effectively *involve overseas Chinese (or Mexicans, etc.) in a local environmental-protection/sustainable-development project* in China (or Mexico, etc.).
19. Develop a *country proposal to UNIFEM* for a project that would *reduce feminized poverty*.
20. Develop an innovative *proposal to Geekcorps* that would effectively *utilize technology and technology-centered volunteers to help in the reconstruction of a war-torn society*.
21. Design a detailed project proposal that addresses one of the priorities identified in *Moving Mountains: The UN Appeal for Tajikistan*.
22. Develop a *project proposal to Trust Africa* that would be likely to attract substantial donations from members of the African diaspora and would be consistent with Trust Africa's objectives. **OR** present a consultant's *organizational-development (OD) plan* for Trust Africa's field offices in Africa (see #7 above).
23. Develop a *project proposal to Hunger Project - Ethiopia* that would be consistent with Hunger Project - Ethiopia's objectives.
24. Develop a detailed & innovative *project proposal to Missoula Medical Aid* for a project that addresses long-term health & development needs in *Honduras*.
25. Develop a *sustainable tourism project* for a Southern country (your choice) that meets the four objectives set forth by Professor Koehn in 1987 *from a destination-country perspective*.

26. Develop and support a creative & detailed proposal for the establishment of a *World Development Corporation* or a *Multilateral Development Fund* independent of political pressures.
27. Develop & support a *curriculum proposal* for a *major* in International Development Studies at The University of Montana. Your proposal also should recommend & justify a *structural home* for the new major.
28. Develop and support a detailed proposal for a *rural telehealth project* (developing country of your choice) that would link South & North in mutually rewarding ways.
29. Develop and support a feasible plan for an objective and persuasive *evaluation of the impact of Peace Corps volunteers on development* over the past decade in country X (your choice).
30. Develop an integrated and sustainable plan involving *bicycle ambulances* that would *promote rural health care* in country X (your choice).
31. Develop and support a sustainable plan for increasing *access to electricity among the rural poor* in village A, country X.
32. Develop and support a viable plan for *Islamic banking that would promote development* in country X (developing country of your choice).
33. Develop and support a viable plan for *donor* (including NGO) *coordination and aid alignment* in a developing country of your choice.
34. Prepare a proposal for submission to HED under the Collaborative Partnership Program that would increase the capacity of a higher-education institution in Ethiopia to *prepare professionals who are skilled in risk reduction and risk management* in the context of development.
35. Prepare a proposal for submission to HED under the Africa Higher-Education Initiative that would increase the capacity of a higher-education institution in Ethiopia to prepare professionals who are skilled in *climate-change adaptation and public health*.
36. Develop a feasible proposal *along the lines of the "Tobin tax" that is linked to pro-poor development*.
37. Present a hypothetical *beneficiary analysis of a rural feeder road construction project* in country X for submission to the MCC.
38. Apply the *citizens' jury* idea to a *rural or urban development challenge* of your choice in country X.
39. Develop a viable and sustainable *plan for involving young people* in a rural or urban *community-development project* of your choice in country X.

40. Develop a *sustainable and healthy plan* for the establishment of *community urban food gardens* in Southern city X.
41. Develop a viable and sustainable *microinsurance program* for *poor residents of a rural area* in country X.
42. Develop a proposal for a *sustainable rural-development project* in country X that utilizes *satellite connections*.
43. Development a viable and sustainable plan for *upgrading an urban area of extreme population density* in country X that *builds on* what exists thanks to *user-generated initiatives*.

#### **Dec 14 (Mon., by 4 pm) Group Final Project (25%)**

Submit (deliver to my mailbox) an integrated five-year local development plan that is *consistent with one of the emphases listed above*. Country and area details will be provided by the instructor. The typed report may be lengthy and should contain supporting references to literature read for this course, team toolkit ideas, and “best practices” in development management. On the final class date, each team also will make a short oral presentation to the class on their plan.

#### **Graduate-increment Assignment**

Each graduate student will present a short report on a “key thinker on development” – to be arranged in consultation with the instructor.

*The task remains to challenge the mythologies of the nation-state, the cult of work, the submission to authority, the imposture of groups and parties who claim to possess the truth – in short, to sift carefully through all established assumptions (for they lie at the root of many consented servitudes) with a view to satisfying all basic needs and eventually attaining the supreme luxury: free time.*

Gerald Chaliand, *Revolution in the Third World: Myths and Prospects*, 1976

*We are now faced with the fact that tomorrow is today.... We must find new ways to speak for peace ... and justice throughout the world – a world that borders on our doors. If we do not act, we shall surely be dragged down the long dark and shameful corridors of time reserved for those who possess power without compassion, might without morality, and strength without sight.*

Martin Luther King Jr., April 1967 “Beyond Vietnam” speech

#### **PSCI 400**

Students taking PSCI 400 concurrently with this course must attend a special class on professional writing led by the instructor (TBA). The 3-page double-spaced individual essay for this class will be graded for clarity of argument and correctness of technical writing. Students are required to revise and resubmit the essay as often as necessary until all corrections are made and understood.

The individual-project paper will be no more than 20 double-spaced pages of text (not counting the bibliography). The instructor will meet with and approve each student’s topical selections

and provide guidance on how to proceed. Citations of sources used can be included in parenthetical text notes tied to the bibliography or in footnotes/endnotes and a bibliography.

All students must practice academic honesty. Academic misconduct is subject to an academic penalty by the course instructor and/or disciplinary sanction by the University. All students need to be familiar with the Student Conduct Code. The Code is available for review online at <http://www.umt.edu/SA/VP/SA/index.cfm/page/1321>. See the University of Montana *Catalog's* policy on incompletes, disability accommodations, and plagiarism. The instructor will deny late-drop petitions (after the 31<sup>st</sup> day of instruction).

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